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AUTHOR Cornesky, Robert A.
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ABSTRACT

This manual is intended to assist managers of support units at institutions of higher education in the implementation of Continuous Quality Improvement (CQI). The purpose is to describe a cooperative model for CQI which will permit managers to evaluate the quality of their units and institution, and by using the described tools and techniques, to improve the quality of service and increase customer satisfaction. The text is divided into three chapters. The first chapter identifies the commonalities in the approaches and principles to CQI and describes training activities concerned with collaborative learning and the "Plan-Do-Check-Act" Cycle. The second chapter presents versions of self assessment quality profile index tools based on the Malcolm Baldrige National Quality Award Criteria. These self-assessments are intended to provide the information needed for managers regarding where their units should begin the quality process. The third chapter describes the cooperative model and shows how the manager can define the quality problems of their unit, gives pointers on how to establish the quality improvement team, and goes through the steps to be taken to conduct an improvement study and to recommend solutions to quality problems. An extensive appendix describes CQI tools and techniques (such as control charts and flow charts) and offers 20 case studies of various processes. (Contains 32 references.) (JLS)

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